

MAYOR'S SUB-CABINET ON ECONOMIC VITALITY

Response and Action Plan to the Economic Opportunity Task Force's (EOTF) Recommendations
June 2003

1. IMPROVE TRANSPORTATION			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS / TIMING
(1A) Support statewide transportation package (Referendum 51) and ensure greater equity for the City.	Mayor issues endorsement of Referendum 51 on July 31; Governor commits to support Viaduct as a top priority.	Mayor's Office	Completed.
(1B) Work with city officials across Washington to help state gov't develop a more responsible approach to transportation funding.	Secured state funding (\$117 million) for Alaskan Way Viaduct.	SDOT	Completed.
(1D) Support public transportation service to increase transportation options for workers.	Support implementation of voter approved Monorail project.	SDOT (DCLU)	City and Seattle Monorail Project signed Interlocal Agreement to coordinate permitting, design and construction of project. DCLU has prepared Code amendments needed for the Monorail for the Mayor's review. DCLU has established permit oversight structure and is developing procedures for rapid reviews.
	Develop proposal to provide street car service connecting Downtown and South Lake Union.	OPM/SDOT	Secured \$3 million in state funding as part of a long-range financial plan.

(1E) Use citizen feedback received in the Freight Mobility Plan to improve traffic conditions.	Implement low cost spot improvements (truck signs & pavement markings). Obtain Duwamish Intelligent Transportation System construction funding from State.	SDOT	Will be completed 4 th Qtr., 03 \$1.8 million grant approved. May 03.
(1G) Develop a more effective transportation signage program for the City.	More than 50 new signs installed in industrial areas of the City; Mayor's 03-04 budget maintained funding for improved signage. Installed up to 12 new signs in industrial areas as the first phase of the program.	SDOT	Working with industrial community to identify opportunities for new signs in 2003 and beyond. Completed Dec., 02.
(1H) Develop a transportation maintenance strategy to catch up on arterial and bridge maintenance needs.	Mayor's 03-04 budget maintained funding for street maintenance (included \$5mil. For Viaduct); Provides dollar to dollar matching grants of up to \$25K for public/private partnership funded street maintenance projects in manufacturing areas. The matching grants will allow for up to 4 partnerships a year. Mayor's budget proposed an additional \$1.5 million in both 03 and 04 for new sidewalks.	SDOT	Final budget passed by Council for 2003-04 maintained funding for street maintenance; all requests approved except sidewalks.
2. SUPPORT HIGHER EDUCATION AND THE UNIVERSITY OF WASHINGTON			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(2B) Form a City-UW action team to achieve common objectives	Introduce legislation lifting UW leasing restrictions.	OPM/OED	Legislation introduced in Feb. 2003. Finance and Budget Committee voted 4-2 for lifting the lease lid. Final vote on the 16 th .

3. SIMPLIFY LAND-USE AND ZONING CODES & ADOPT SHORT-TERM REFORMS			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
<p>(3A) Simplify the City's Land Use Code and assure the code supports the city's comprehensive plan adopted in 1994.</p> <p>(3B) Conduct pilot projects for permitting and code reform.</p> <p>(3E) Implement one stop permitting to make securing the multiple permits more convenient and less time consuming.</p>	<p><u>Immediate</u> Introduce immediate short-term code amendments to address permit expiration, First Hill FAR revisions, re-use & interim use of parking, and additional height for grocery stores.</p> <p><u>Short-term</u> Developing legislation to reform height measurement technique, change of use, live/work.</p> <p>South Lake Union projects: Permit Review and Mobility Pilot to improve development review process and improve mobility; and code amendments to respond to biotech industry needs.</p> <p><u>Long-term</u> Focus on simplifying the Neighborhood Commercial and Commercial Zones of the Code. Also work on SEPA thresholds, open space requirement in commercial zones.</p>	DCLU	<p><u>Immediate</u> Completed.</p> <p><u>Short-term</u> Live/work legislation currently before council. Drafting legislation on height measurement, change of use.</p> <p>Working with stakeholders and City staff. Recommendations on the Pilot to be ready Spring '03; biotech related legislation to come later in 2003.</p> <p><u>Long-term</u> Focus group sessions to discuss issues and priorities completed in 2002. DCLU now working with 18 member Advisory Committee and other organizations. Proposed concept for revamping the code to the Mayor, Dec. 2003. Ordinance to be proposed in 04.</p>

<p>(3E) Improve the permitting process and develop a plan to implement one-stop permitting to make securing multiple permits more convenient and less time consuming.</p>	<p><u>Short-term</u></p> <p>Reduce wait-time to file permit applications from 4 weeks to 10 working days.</p> <p><u>Long-term</u></p> <p>Mayor established following goals for reforming permit process:</p> <ol style="list-style-type: none"> 1) Simple development permit applications reviewed within two working days; 2) complex development applications reviewed within six weeks; and 3) Master Use Permits, excluding projects requiring Environmental Impact Statements, will have decisions published within 120 days, including conditioning by all City Departments and Offices. 2) Eliminate multiple permits and transactions wherever possible administratively, or where necessary, propose ordinance changes that accomplish this objective. 3) Develop and adopt written, predictable standards, and immediately implement mechanisms to expedite decision-making and condition setting to the above performance standards. 	<p><u>Short-term</u></p> <p>Completed.</p> <p><u>Long-term</u></p> <p>Executive Order signed on February 6, 2003.</p> <p>DCLU has hired project manager and Mayor has formed Citywide Steering Committee of Executive level staff from each department. (Completion date: Jan. 04)</p> <p>DCLU and other key City departments created and adopted Interdepartmental Charter to accomplish this objective; documenting existing systems and relationships. (Completion date: Jan. 05)</p> <p>DCLU has existing technology which will be evaluated for interdepartmental efficiencies. (Completion date: Jan. 05)</p>
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(3F) Establish working group to review all policies and procedures that relate to filming in Seattle. Streamline and reduce costs as part of an effort to encourage the production of TV and film production in Seattle.	Develop City incentives for TV and film production in Seattle.	OED	An inter-agency team is reviewing a package of incentives proposed by OED and approved by the Mayor. June 03.
4. DEVELOP A COMMON VISION FOR THE CITY'S SEAPORT			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(4A) Develop policies and program for future uses of Port properties to ensure continued vitality of marine businesses and opportunities for business and job growth.	Review existing manufacturing/industrial designations with key stakeholders	OPM (OED, DCLU)	OED beginning a study of future maritime/industrial uses in Seattle with OPM & DCLU, which is intended to help inform policy-makers on this topic. (Completion Date: Sept 03)
(4B) City and Port should form a joint team to expedite planning and permitting for Port properties where there is agreement and common vision on use of Port properties.	Coordinate permitting on key projects	DCLU	Coordinated City permitting to allow for new Cruise Ship facility at Terminal 30 to open in time for the sailing season.
5. REVIEW THE TAXATION OF TECHNOLOGY BASED BUSINESSES			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(5B) City should work w/ industries whose activities include research and development to analyze applicability of B&O and other tax structures on technology development.	Formed B&O Technology Task Force comprised of industry membership.	DOF	City has agreed to exempt Research and Development activity from the City's B&O tax.
6. EXAMINE UTILITY RATE STRUCTURES, ORGANIZATION AND INFRASTRUCTURE			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(6C) Identify areas of the City for greatest potential for living wage jobs and tax base	City has identified the potential for an additional 9,562 households and 23,805 jobs in South Lake	OPM (SPU, SCL, SDOT)	SPU, SCL, SDOT part of South Lake Union project team. Team

<p>growth and implement strategy to focus planning and infrastructure resources there.</p> <p>(6D) Partner with private sector to develop & implement strategies that will connect more business locations to existing broadband networks and increase access to non-downtown neighborhoods.</p>	<p>Union. Project leader and team in place to develop and implement infrastructure plan to accommodate this growth.</p> <p>City has identified potential for additional jobs and tax base in Northgate. Mayor proposing new development plan for Northgate to accommodate this growth.</p> <p>Submit legislation permitting fiber to be installed in city sewers to assist with last mile connectivity.</p>	<p>SPU (DoIT)</p>	<p>is developing strategies for infrastructure needs. Ongoing priority in 2003.</p> <p>Mayor's proposal submitted to City Council.</p> <p>City Council approved legislation June 9, 2003.</p>
7. FOCUS ECONOMIC DEVELOPMENT PROGRAMS ON DISTRESSED BUSINESS DISTRICTS (Pioneer Square, Broadway, The Ave., Rainier Valley, Northgate & Central District) AND THE UNIQUE NEEDS OF SMALL BUSINESSES, INCLUDING WOMAN & MINORITY OWNED BUSINESSES.			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
<p>(7B) Partner w/other government jurisdictions & the private sector to develop annual work plans to address existing infrastructure & public service needs for targeted Neighborhood Business Districts.</p>	<p>Develop inter-departmental neighborhood revitalization strategies for Rainier Valley Broadway, Pioneer Square, The Ave., & Central Area, Delridge and South Park.</p> <p>Rainier Valley: First installation of funding (\$2.8 mil) for the Rainier Valley Community Development Fund committed in Mayor's budget</p> <p>Broadway: Establish Capitol Hill BIA. Conduct real estate market analysis.</p>	<p>OED (DON, OPM, DCLU, SDOT)</p> <p>OED</p> <p>OED</p>	<p>All neighborhood business district strategies will be presented to council on June 18. OED's \$120,000 RFP to support neighborhood business district development closes on June 16</p> <p>Community Development Fund is operational and dispersing mitigation funds. DCLU and OED supporting relocation of businesses dislocated by light rail construction.</p> <p>Helped current BIA owners reorganize BIA and restore fiscal health. Helping prepare Capitol Hill BIA proponents for</p>

	<p>Pioneer Sq.: Created Sec. 108 loan pool to restore several earthquake damaged historic buildings. Implement project to light alleyways. Working with Pioneer Square on needs analysis.</p> <p>The Ave: Complete University Way transportation improvements. Develop and implement City revitalization strategy.</p> <p>Central Area: continue working with Central Area Development Association, Urban League and other key community and business groups to meet the community development objectives of the Central Area Neighborhood Plan.</p> <p>Delridge: continue working with Delridge Neighborhood Development Association (DNDA) on implementing Delridge Neighbor plan.</p>	<p>OED</p> <p>SDOT, OED(OPM)</p> <p>OED</p> <p>DON(OED)</p>	<p>petitioning process to begin in fall 2003. Increased police patrol on Broadway. Helped OED is nearing selection of consultant to complete real estate market analysis.</p> <p>108 loan executed for Buttnick and City Loan Buildings. Begin renovation of King Street Station. Rehabilitate areaways serving business district. Needs Analysis completed in Q1, 2003.</p> <p>Will be completed 3rd Q, 03. Ongoing components of strategy: supplemental police services contract, facade design studio and loan program, housing development emphasis, student internships with City, new parking enforcement officer.</p> <p>Funding for Welch Plaza secured and construction started. Façade program expanded. Planning for updated Central Area revitalization Strategy underway.</p> <p>Finalizing façade program for South Delridge through White Center CDA. Funding committed for DNDA projects through Impact Capital Ongoing.</p>
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	South Park: continue working with South Park neighborhood and business groups to support their neighborhood plan objectives.	DON(OED)	Finalizing façade program. Street lighting, benches and trashcans installed by September festival.
(7D) Establish Alcohol Impact Areas in business districts to prohibit sales of high alcohol content beer and wine.	Submitted legislation to establish Alcohol Impact Area in Pioneer Square.	DON	Completed. Mayor signs Council approved legislation, August 19, 2002. State Liquor Control Board approval and program implementation expected July –August 03.
(7I) Reform the process for construction bonding & break down bid packages into smaller contracts to improve access to small firms.	Submitted legislation to create a Contracting Development & Competitiveness Center.	DEA	Completed. Mayor signs Council approved legislation, August 12 2002.
(7J) Publicize more widely the lists of small business firms qualified to do business within the City.	Mayor issues executive order to City department directors instructing them to perform aggressive outreach to disadvantaged small businesses including women and minority owned businesses.	Mayor's Office	Completed – July 2002
8. IMPROVE CUSTOMER SERVICE			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(8A) Examine best practices to develop innovative ways to become more user friendly to business and the general public.	Develop customer service initiative to gather feedback and respond more effectively to customers. Improve interdepartment coordination on major	SDOT, SPU, DCLU, SCL.	Major line departments are surveying customer groups, providing updated training to staff in customer service and implementing changes in operations to incorporate feedback from customers and improve service. Ongoing 03.

	<p>projects and initiatives.</p> <p>Develop inter-departmental construction mitigation protocol and program to minimize business disruption.</p>	<p>OED, OPM, DCLU (other Depart.)</p> <p>SDOT (OED)</p>	<p>Established Mayor's Subcabinet on Economic Vitality to coordinate implementation of EOTF recommendations. Also established results oriented teams on permit reform, neighborhood business district revitalization, South Lake Union and Northgate.</p> <p>Developed a model to establish low-interest, deferred payment loan program. Next steps are to prepare loan program documents (December 03) and identify pilot project (ongoing)</p>
(8B) Assign "troubleshooters" empowered by the Mayor to investigate and fix specific problems reported by businesses.	Establish Business Advocate Services.	OED (DCLU, SDOT, SPU, SCL)	Funding for the Business Advocate secured in 2003 budget. Hired Kris Effertz in Feb. 2003.
9. BE A REGIONAL ADVOCATE FOR WORKFORCE DEVELOPMENT, TRAINING & APPRENTICESHIP PROGRAMS			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(9.1.A) Support award program for workforce excellence.	Explore interest in award program with Workforce Development Council (WDC) and Greater Seattle Chamber of Commerce.	OED	OED, WDC and Chamber staff are preparing a proposal for award program. (Dec. 03)
(9.1.B) Work in partnership with the WDC to connect economic development efforts with workforce development and look for	Implement a program using a federal H1B grant to provide City employees with customized	OED	H1B grant approved by City Council. WDC, OED, DOIT, SJI

opportunities to sponsor customized training.	training to improve their computer skills and also to provide 48 low-income job seekers with employer guided skills as computer help desk technicians.		have agreed to contracts and Scope of Work. Training has begun for 24 low-income job seekers.
(9.1.C) Meet the growing demand for health care workers.	OED is working with Washington State Hospital Association (WSHA) and WDC to identify ways the City can support a more active workforce development strategy for the health care industry.	OED	Support WSHA workforce and industry study. Complete analysis of health services industry by Oct. 03.
(9.3) Expand capacity of training and education programs.	Work through national Workforce Alliance to preserve federal funding for workforce training.	Mayor's Office (OED)	Mayor's Office working through Workforce Alliance to lobby for legislation maintaining federal support for workforce training. Ongoing.
10. REDUCE OBSTACLES TO EMPLOYMENT AND APPRENTICESHIPS, PARTICULARLY FOR LOW-WAGE, DISABLED AND UNDER-EMPLOYED POPULATIONS			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
(10C)Support increased affordable housing for low-income workers.	Successfully pass renewal of City Housing Levy.	Office of Housing	Levy passed Sept. 02. Council approved the Levy's Financial Plan April 2003. Levy will focus on workforce housing, providing \$71 million in additional funding for rental housing and doubling in funding, to \$7.8 million, for homebuyer assistance.
(10D)Re-examine the impoundment law and it's effects on working people's employment.	Work with Construction Industry Workforce Advisory Committee (CIWAC) to develop and lobby for recommendations to improve the system	Mayor's Office (OED)	Staff and CIWAC continue to work on recommendations. (ongoing)

<p>(10F) expanding the driver's license support work of the Apprenticeship Opportunity Program and linking this program to the judicial system</p> <p>(10G) Bring together leaders to work on expanding the number of women and people of color entering & successfully completing the apprenticeship programs.</p>	<p>for enforcing the impoundment law.</p> <p>Work with CIWAC to develop and lobby for recommendations to improve the system.</p> <p>Establish a Construction Industry Workforce Advisory Committee w/ County, Port & Sound Transit.</p>	<p>Mayor's Office(OED)</p> <p>Mayor's Office (DEA)</p>	<p>Staff and CIWAC continue to work on recommendations. (ongoing)</p> <p>Committee Established, Oct. 2002.</p>
11. MARKET SEATTLE INTERNALLY & EXTERNALLY AS A CITY THAT HELPS BUSINESSES SUCCEED			
RECOMMENDATION	ACTION / RESPONSE	LEAD AGENCY	STATUS/ TIMING
<p>(11B) Develop a web portal that links websites and information on the City's competitive advantages.</p> <p>(11C) Maintain City's current level of funding for the Seattle Convention and Visitors Bureau.</p> <p>(11D) OED should develop and promote the music industry.</p>	<p>Redesign content and functionality of OED website.</p> <p>Substantially maintain City funding for Convention and Visitors Bureau.</p> <p>Reorganize the Mayor's Film Office to become the Mayor's Office of Film and Music. Develop program to support the Music Industry.</p>	<p>OED</p> <p>OED</p> <p>OED</p>	<p>Completed. New website launched in concert with Business Advocate Service—1st Qtr. 2003.</p> <p>City budget passed by Council made only a minor reduction in Bureau's budget despite severe budget pressures.</p> <p>Film Office reorganized to support Music Industry. OED organized industry advisory group. Music website and economic impact study in progress. Ongoing.</p>

12. DEVELOP INTER-DEPARTMENTAL ECONOMIC DEVELOPMENT STRATEGY TARGETING KEY BUSINESS SECTORS W/THE GREATEST POTENTIAL FOR JOB CREATION AND REVENUE GENERATION

<p>(12.1B) Identify and focus on a few key business sectors for development and retention.</p> <p>(12.1C) Work with industry groups to identify specific beneficial steps that can be taken to address city, county, port, state, and federal issues or activities that hinder or support their industries.</p>	<p>Develop scope of work, develop analytical framework and identify business sectors to analyze. Develop and implement action plan to support the business sectors that incorporates findings of analysis.</p> <p>Business sectors identified:</p> <p>Biotech</p> <p>Diversified Industries</p> <p>Health Care</p> <p>Maritime</p> <p>Media Production (Film & Music)</p> <p>Software, Internet and Information Technology Products and Services</p> <p>Tourism</p>	<p>OED</p>	<p>Scope of work completed. City Council Finance and Business Committee briefed on scope of work, June 4th.</p> <p>OED will draft action plans for Biotech, Healthcare Services, Film & Music by Sept. 30-03.</p> <p>OED will draft action plans for Diversified Industries, Maritime, High Tech, Music, Tourism by Dec. 03.</p>
<p>(12.1D) Develop new partnerships to respond to the special needs of the city's designated manufacturing and industrial areas.</p>	<p>Review existing manufacturing/industrial designations with key stakeholders.</p>	<p>OED (OPM, DCLU)</p>	<p>OED working with MIC to address, transportation, land use, and regulatory issues.</p> <p>OED is organizing a steering committee of marine business</p>

			<p>representatives that, in conjunction with the study identified in recommendation #4A, will assist the City in identifying measures that can support existing and future maritime businesses.</p> <p>OED is also preparing a similar study and steering group to identify measures that can support the broader range of existing and future industrial businesses in Seattle.</p>
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Department Key:

DCLU: Department of Design, Construction, and Land Use.
 DOIT: Department of Information Technology
 DON: Department of Neighborhoods
 OED: Office of Economic Development
 SCL: Seattle City Light.
 SDOT: Seattle Department of Transportation
 SPU: Seattle Public Utilities